VIEW POINT


# TRANSFORMING TO AN AI FIRST OPERATING MODEL


## Abstract

An AI-first operating model introduces AI technologies at the centre of an organisation's operations, decision-making processes, and value-creation strategies, integrating it as a foundational capability. Leadership is crucial in driving this transformation by promoting collaboration, conducting upskilling programs, managing risks, and aligning the vision with organisational goals. Fostering a culture that considers AI as empowerment rather than disruption is essential. An AI-first technology framework needs scalable cloud computing, AI development tools, and an AI governance framework. The data infrastructure comprises data collection systems, data lakes, and data pipelines. The autonomous organisation of the future will need to harmonise technology, data, talent, and governance to stay ahead. The transition to an AI and data driven operating model will drive innovation, increase productivity, reduce costs, and enhance customer satisfaction.


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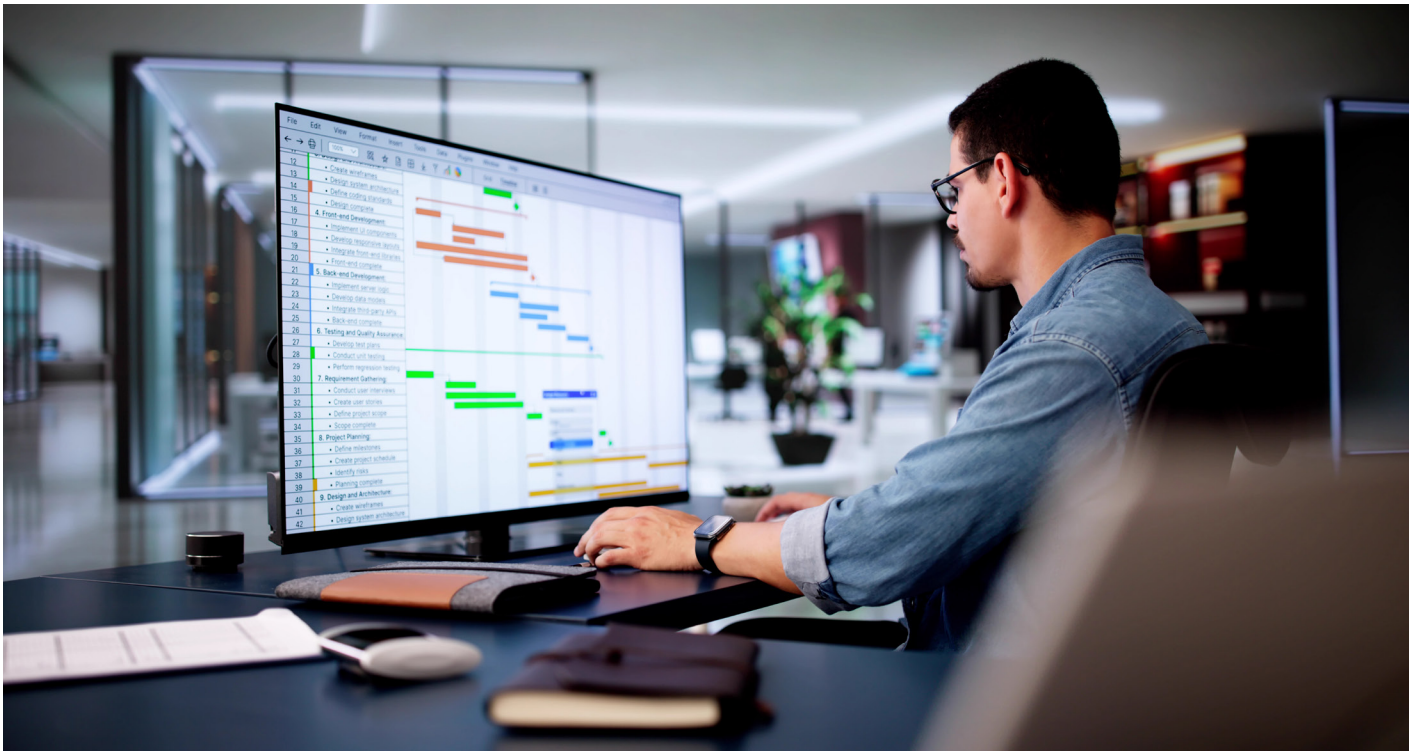
Artificial Intelligence (AI) represents the next significant evolution in business – a transformative revolution comparable with the internet and mobile breakthroughs. AI can enhance scalability, speed, and efficiency, but its true potential will only be realised if it enables business leaders to reimagine the future of their business entirely. Moving to an AI-first model challenges organisations to rethink their operations, strategies, and structures, redesigning them for optimal growth today and in the coming decades. AI is more than an automation technology. It demands a thoughtful and strategic approach, focusing on deploying technology optimally to enhance efficiency and foster innovation. Generative AI, large language models (LLMs), and AI-driven agents are revolutionising how organisations create and deliver value for the customer. AI solutions can transform processes and amplify outcomes sustainably. These technologies will drive a surge of business process redesign that will redefine organisations at their core. By harnessing AI's potential with deliberate intent and adopting an AI-first operating model, organisations can pave the way for a future that aligns technology with strategic goals. An AI-first operating model introduces AI technologies at the centre of an organisation's operations, decision-making processes, and value-creation strategies, integrating it as a foundational capability.



Leaders steer the organisation's transition to an AI-first operating model. Their vision of an AI-led transformation should conform to organisational strategy and goals. It is their responsibility to communicate the vision and roadmap across all levels, ensuring every stakeholder understands the potential impact of AI on processes and outcomes. They must advocate for change, leading the organisation towards a culture of innovation and adaptability. Leaders must address resistance to the overhaul with support, empathy, and transparency. The most effective way to alleviate opposition would be to make employees confident of handling the change through planned and thorough upskilling programs, ensuring employees feel equipped rather than displaced.

A leader's decisions regarding investments in AI technologies, data infrastructure, and ethical frameworks must be strategic and guide responsible adoption. Building cross-functional teams with technical experts and business strategists is critical to integrate AI seamlessly into operations. Leaders should emphasise psychological safety, transparency, and open, honest dialogue in the work environment. Teams need the confidence to experiment with AI integration in their workflows, knowing that controlled failures are valuable opportunities for learning and growth. Leaders across the organisation need to highlight AI value-add wins so that teams can understand and validate tangible benefits.

Talent and culture are important factors in an AI-first transformation as they enable sustainable change. An AI-driven organisation has to recruit and retain talent with the right technical skills. Equally important is fostering a workforce adept at critical thinking, collaboration, and adaptability, ensuring smooth integration of AI across functions. Employees' mindsets must evolve to perceive AI not as a disruptive tool but as a core component that allows them to improve efficiency and effectiveness. And to do so, employees require a clear idea of how AI fits within the organisation's strategy and operations, combined with tailored, role-specific training that prepares them to utilise AI to their maximum benefit. Organisations that have developed a robust AI vision and training program will be able to build a culture that considers AI as empowerment rather than disruption. Leadership and HR must also cultivate an environment of trust and transparency, addressing ethical concerns and promoting inclusivity in AI initiatives.

The organisational ecosystem is reshaped when moving to an AI-first operating model due to the impact on processes and business models. Ecosystem development becomes paramount as AI relies on interconnected networks of data, technology, and partnerships. Businesses must build strong alliances with technology providers, data sources, and industry stakeholders to create seamless, AI-enabled processes. This interconnected ecosystem requires careful coordination to ensure alignment with organisational goals and regulatory standards.

Cost-benefit analysis plays a crucial role in decision-making during this transformation. An AI implementation needs substantial upfront investments in technology, infrastructure, and talent. The rewards reaped are long-term, especially improved efficiency, lower operational costs, and augmented customer experiences. Leaders must prioritise strategically, focusing on areas where AI can create the most value. Organisations must also take into consideration the maximal liability associated with adopting AI. Ensuring data security, addressing biases in AI algorithms, and complying with changing regulations are critical to mitigating risks. Transparent governance frameworks and ethical practices are essential to maintain stakeholder trust.

Data and technology are the pillars of an AI-first operating model transformation. A secure, scalable, and reliable data infrastructure is essential for a data-driven, AI-led business. Setting up this infrastructure requires data collection systems, data lakes, and data pipelines. Data collection systems capture high-quality, diverse, unbiased, structured and unstructured data from various sources. Data lakes store large volumes of structured and unstructured data. Data pipelines clean and transform data for model training. Organisations must prioritise data governance practices to maintain accuracy, security, and compliance with regulatory standards.

An AI-first technology framework needs scalable cloud computing, AI development tools, and an AI governance framework. AI development tools include machine learning platforms, model training, and model deployment tools. An AI governance framework involves creating ethical guidelines, data protection policies and controls, and bias detection. Collaborating with technology partners and leveraging open-source solutions can reduce costs while accelerating AI adoption. Organisations should foster cross-functional collaboration between technical teams and business units to fully capitalise on data and technology, ensuring AI solutions align with strategic goals and deliver measurable value.

The autonomous organisation of the future will need to harmonise technology, data, talent, and governance to stay ahead. Employees' concerns regarding an AI-based operational model and continually evolving roles and responsibilities need to be given due consideration. Leadership must understand the cultural shift necessary to facilitate a digital organisation and establish an environment that encourages experimentation. The transition to an AI and data driven operating model will drive innovation, increase productivity, reduce costs, and enhance customer satisfaction.

## How can Infosys BPM help?

Infosys BPM's Generative AI Solutions & offerings group is the ideal partner for organisations looking to utilise AI capabilities to boost productivity and innovation. We offer customised solutions, an ethical framework, and a collaborative partner ecosystem.

For more information, contact infosysbpm@infosys.com

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